



Department of Defense
WASHINGTON HEADQUARTERS SERVICES

Business Plan



FISCAL YEAR

2019-2023



FROM THE DIRECTOR

A time for change



Since 1977, Washington Headquarters Services (WHS) has performed its mission to support the Office of the Secretary of Defense and the Military Services in the National Capital Region. As our customers changed, so did we. Just like the Department itself, WHS has gone through its inception, made adaptation, and matured to serve our Country. Today, our Country and the Department face new challenges that will again necessitate change and adaptability for the future ahead.

The initial WHS mission focused on handling the transactional administrative functions of the Department and the Military Services so they could focus on supporting the Nation's warfighters. That emphasis has not changed. WHS remains an integral part of that support, and as we look to the future, WHS must adjust to the evolving needs of our customers.

The functions WHS performs are vital for beneficiaries across the Department of Defense and across various government agencies and organizations. However, improvements can always be made, and we must embrace the challenges of constructive change. Key to any success in improving our services begins with the leadership and employees of WHS. Ideas and plans don't process transactions, nor do they manage facilities, plan budgets, oversee human resources, conduct research, or provide executive administrative support. People put ideas and plans into action.

This is a critical time in our history where we need each other more than ever. Growth and innovation come from those within an organization taking on the challenges of today to create new paths for service and success. We must own what we do and become personally invested in the products and services we provide.

FROM THE DIRECTOR (CONT)

A time for change



Embracing change can be difficult. It means altering or often discarding tried and true processes. It will take some people out of their comfort zone. Institutional knowledge we have relied on for years may be challenged. We will see barriers and stovepipes in our organization breaking down with new and innovative functions arising out of what once was. The Business Plan that follows, outlines how we intend to move forward, transform, and reinvent ourselves. It is the product of in-depth introspection, planning, and questioning nearly every aspect of what we do and how we do it. Focused on three key themes and supported by measurable objectives, this document provides a roadmap of how our organization will provide centralized, essential professional services to dozens of organizations and tens of thousands of people.

Throughout our plan you will see the underlining theme of a **customer centric focus**. We will reinvigorate our services to put passion and commitment back into serving our mission partners with the best value and efficiency. This will mean a strong look at what we do today and how we can make it better for the future. Process, technology, and innovation will be the watch words of the day as we move towards our future.

“We must shed outdated management and acquisition practices, while adopting American industry best practices. They are the means to an end, empowering our warfighter with knowledge, equipment, and support needed to fight and win.”

—Secretary of Defense James Mattis

Supporting those that defend our Country is what WHS has done throughout its 41 year history and that principal function will not change. WHS’s focus to take on the challenges ahead is our aim and over the next five years, we will achieve our goals and objectives through accountable and measureable action plans. Ultimately, this will set a new course for WHS to continue being the designated shared service provider of choice for the Department of Defense, the Military Services, and the many other organizations that rely on us for their success.

Barbara A. Westgate

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EXECUTIVE SUMMARY

Our way ahead



With over 40 years providing quality services, it is necessary to modernize and reform business practices for greater performance and affordability; the third objective of the 2018 National Defense Strategy.

The mission, vision, values, goals, and objectives reflected in this document symbolize a collective commitment to support the Department of Defense (DoD), our Nation, and the men and women who defend this Country. It is a first step in learning from the past and shaping our future to grow a workforce more enabled to support its mission partners, achieving the most cost effective and responsive solutions to the challenges of today and tomorrow.

Throughout the federal government, agencies are making similar efforts to be more efficient and affordable to the American public. The goals chosen by the Washington Headquarters Services (WHS) leadership, in concert with the identified needs of the employees and its mission partners, reflect these efforts.

“Why we are making this effort to improve what we do is simple.....we serve America’s Fighting Force here so they can do their job there.”

*—Director, Washington Headquarters Services
Barbara A. Westgate*

Why we are making this effort to improve what we do is simple...we serve America’s Fighting Force here so they can do their job there. “The Department will transition to a culture of performance and affordability that operates at the speed of relevance,” noted Secretary Mattis. This measurable planning effort is aimed at results that matter.

The goals and objectives identified are the beginning of a process to further emphasize WHS’s contributions to its mission partners’ success. Involvement in this process will be accomplished at all levels. Every member of the WHS team contributes to our collective success. America’s Fighting Force deserves nothing less from those supporting their efforts.

INTRODUCTION

Our foundations



Mission

Washington Headquarters Services (WHS) is the designated shared service provider for the Office of the Secretary of Defense and Department of Defense components. WHS delivers full-spectrum services and facilitates our Mission Partners' success, serving as a force multiplier to enable business practices for greater performance and affordability.



Vision

**Trusted Mission Partner providing
"Service that Makes a Difference."**



Values

**We have Integrity.
We are Trustworthy.
We are Customer Centric.
We are Innovative.
We are Results Oriented.**

The foundations of WHS emphasize our commitment to providing leading edge services to our mission partners in support of their defense to the Nation.

In 1977, Secretary of Defense Harold Brown directed the establishment of WHS. The purpose of the new organization was to help remove administrative burdens and refocus the Office of the Secretary of Defense (OSD) staff on policy analysis and oversight, return uniformed personnel to their Service, and consolidate multiple administrative functions under one organization providing a mechanism for achieving greater efficiencies and economies of scale across the Military Services, OSD, and the DoD Agencies and Field Activities.

As technologies evolved and organizations expanded over the years, so too have the missions and

responsibilities of WHS. Through various mandates from the Secretary of Defense, the WHS scope of responsibilities has nearly doubled from its original four supporting functions to seven. Armed with four decades of institutional knowledge and experience, WHS serves as the operational arm of OSD, providing facility management; centralized contracting and procurement; executive support to the Secretary of Defense; centralized financial management; history, library, and research capabilities; human resources; and operational continuity of the U.S. government.

Our **mission**, **vision**, and **values** strengthen our foundation and codify who we are as an organization... an indispensable contributor to the defense of our Nation and essential mission partner.

OPERATING ENVIRONMENT

Where we work

Nearly 1,600 WHS employees operate in more than 80 facilities delivering centralized, essential services for the Military Services, OSD, and the DoD Agencies and Field Activities in the National Capital Region and beyond.

The Pentagon

The Pentagon is the headquarters of the United States DoD. It is one of the world's largest office buildings, at about 6.5 million sq. ft. housing approximately 26 thousand military, civilian employees, and non-defense support personnel.



Mark Center

Per the 2017 National Defense Authorization Act (NDAA), WHS assumed administrative jurisdiction of the 3.2 million sq. ft Mark Center Campus from the Secretary of the Army.



Raven Rock Mountain Complex

Provides operations for OSD, the Joint Staff, and other DoD organizations; to include life-support, threat reductions, and security capabilities.



Camp Justice, Guantanamo Bay, Cuba

WHS provides dedicated security program support to the Office of Military Commissions at numerous facilities in and around the National Capital Region and at the U.S. Naval Station Guantanamo Bay, Cuba.



Leased Facilities

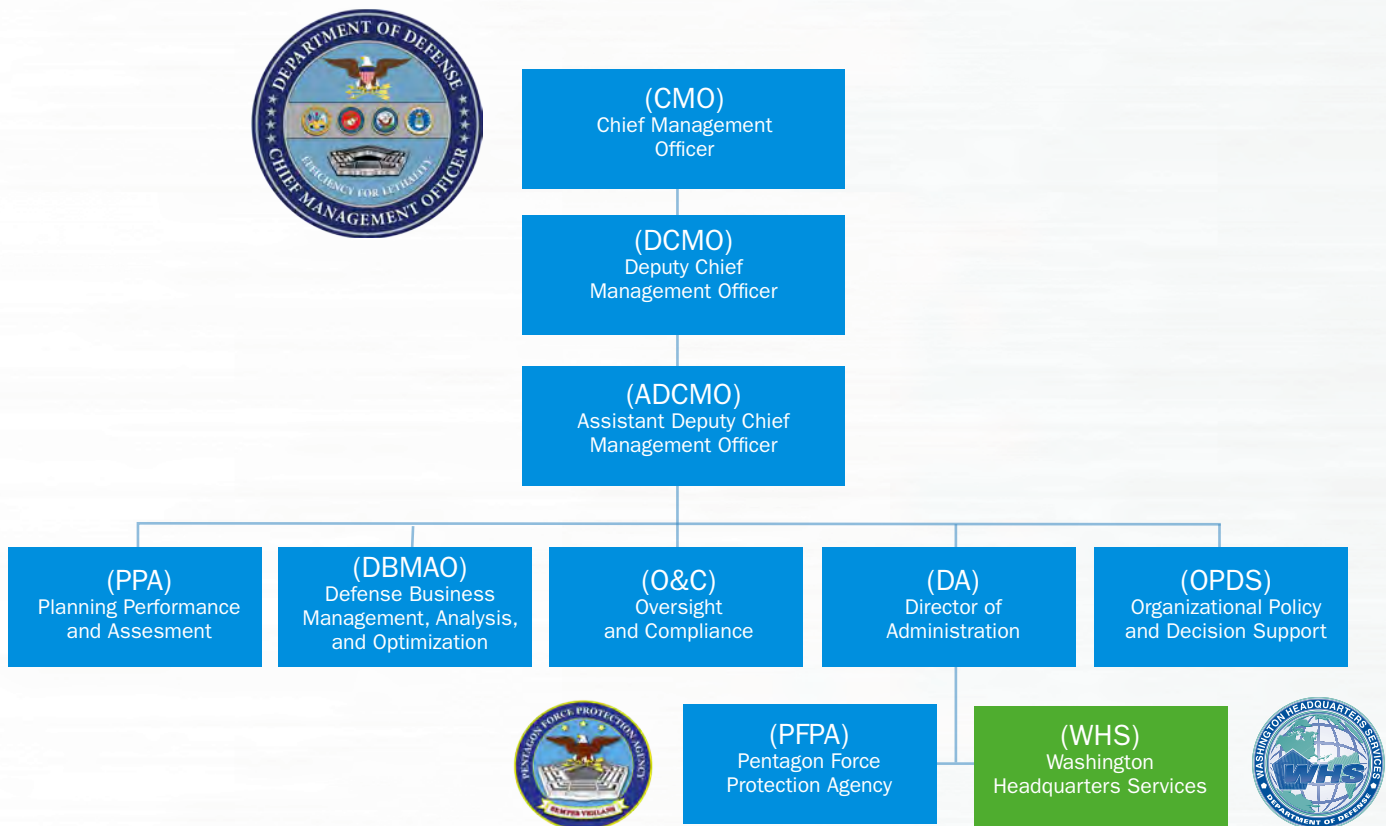
More than 80 DoD occupied buildings in the National Capital Region.

ORGANIZATIONAL STRUCTURE

Where we fit

WHS supports the DoD in defending our Nation by providing administrative, financial, and logistical support, among other key tasks needed by its mission partners, so they can focus their efforts on policy and operational missions.

The 2017 NDAA created the DoD Chief Management Officer (CMO) position to oversee logistics and supply chains, real property, community services, human resources, health care, and information technology business systems. WHS is an integral part of the CMO organization.



APPROACH

Makings of the plan

Meeting the requirements of our mission partners called for leadership to take a critical look at how we provide services, not only to an expanding external customer base, but also to our internal customers – WHS employees. You may be asking why we included WHS in this look. The answer is simple. The success of any organization is ultimately determined by the will of its people. Before addressing our mission partners' needs, we must first be willing to embrace our own stated goals and objectives, and be prepared to execute action plans developed to support our Business Plan. Additionally, we must recognize the environment in which we operate is comprised of multiple entities, such as mission, processes, tools, work-life balance, training, diversity,

and morale. WHS leadership methodically explored these concepts, the environment, and organizational characteristics at both the micro and macro levels. The result is concurrence on three strategic goals with supporting objectives revolving around **people, mission partners, and solutions.**

This Business Plan looks out over the next five years. Through the continued development and implementation of measurable action plans aligned to these objectives, WHS will continue to efficiently increase value to its mission partners and the taxpayer while also being the best place to work in DoD.

GOALS & SUPPORTING OBJECTIVES

Our methodology

WHS is committed to finding the best, most efficient way to provide consolidated, essential services to a growing base of beneficiaries. While OSD was originally intended as the primary beneficiary of the consolidation of essential services under WHS, the people and organizations who receive our services have grown dramatically.

Today, roughly 64,000 civilians and uniformed military from across the Services, Joint Staff, and the DoD Fourth Estate work in nearly 80 facilities leased and/or operated under WHS management. Our goals and objectives place focus where it rightfully belongs, delivering full-spectrum services to facilitate our mission partners' success while serving as a force multiplier to enable business practices for greater performance and affordability.

GOALS & SUPPORTING OBJECTIVES (CONT)



OBJECTIVE P-1 RECRUIT THE RIGHT PEOPLE

Attract qualified and talented individuals with needed skills while addressing disparities of groups and disabilities.

OBJECTIVE P-2 DEVELOP HIGHLY SKILLED PEOPLE

Promote a performance-based culture with effective learning strategies while identifying gaps and supporting individual strengths.

OBJECTIVE P-3 RETAIN QUALITY PEOPLE

Promote workforce flexibilities, incentives, support programs, and retention strategies.

OBJECTIVE P-4 ACKNOWLEDGE HIGH ACHIEVERS

Provide awards, incentives, and recognition for performance and contributions. Assist in planning career progression.

OBJECTIVE P-5 HOLD OUR PEOPLE ACCOUNTABLE

Train supervisors, establish quality and timeliness standards for assigned projects and services, assess capabilities and resources, communicate, and provide performance feedback.

who

MISSION PARTNERS
Anticipate and Represent
Mission Partners' Requirements
through Communication
and Collaboration

while

SOLUTIONS
Providing Cost-Effective and
Risk-Informed Solutions to
Mission Partners

OBJECTIVE MP-1 ENGAGE OUR MISSION PARTNERS

Formally identify, prioritize, and improve communication channels utilizing two-way feedback through web-based tools and an enterprise-wide communications group.

OBJECTIVE MP-2 CONNECT WITH MISSION PARTNER GOALS

Assess services, manage expectations through service level standards and performance management programs, and connect with evolving mission partner priorities.

OBJECTIVE MP-3 BALANCE RESPONSIVENESS AND COST EFFECTIVENESS

Maximize and prioritize resources through data, measuring execution, evaluating performance, transparent engagement, process improvement, and technology.

OBJECTIVE S-1 ESTABLISH STANDARD, REPEATABLE, MEASURABLE, AND ACCOUNTABLE PROCESSES (OWN THE RESULTS)

Develop a process validation methodology to improve ease of collaboration with mission partners, cost-effective and risk-informed solutions, and accurate and timely delivery of organizational requirements.

OBJECTIVE S-2 CREATE OPPORTUNITIES TO IMPROVE MISSION OUTCOMES

Review and integrate processes to provide efficiencies through automation and innovation while considering mission partner input and DoD reform guidance.

OBJECTIVE S-3 LEVERAGE TECHNOLOGY TO PROVIDE EFFICIENT SOLUTIONS

Set strategic direction for Information Technology (IT) spending and implementation by systematically determining and prioritizing IT solutions through enterprise-level stakeholder input, analyses, and a WHS IT Road Map.

CONCLUSION

Net success

Despite the lack of a direct connection between WHS and the warfighter, make no mistake: **The supporting functions we provide here makes a difference over there.**

The road to success starts with understanding what we do, matters. Delivering full-spectrum services, facilitating our mission partners' success, and serving as a force multiplier to enable business practices for greater performance and affordability is critical in today's uncertain environment. WHS provides essential, enabling services to policy and operations planners,

the first in a chain of actions ultimately affecting how this Nation defends itself. The daily transactional administrative functions performed by WHS employees enable mission partners to do their jobs more efficiently. Those organizations assist in the planning, resourcing, and execution that directly benefits our Nation's defenders.

Anticipating future transformation across the Office of the Chief Management Officer, this strategic look into the next five years serves as a compass in reaffirming our foundation while also re-vectoring priorities to ensure our people, mission partners, and the solutions we provide continue to benefit our great Nation.



Barbara A. Westgate

Director, Washington Headquarters Services



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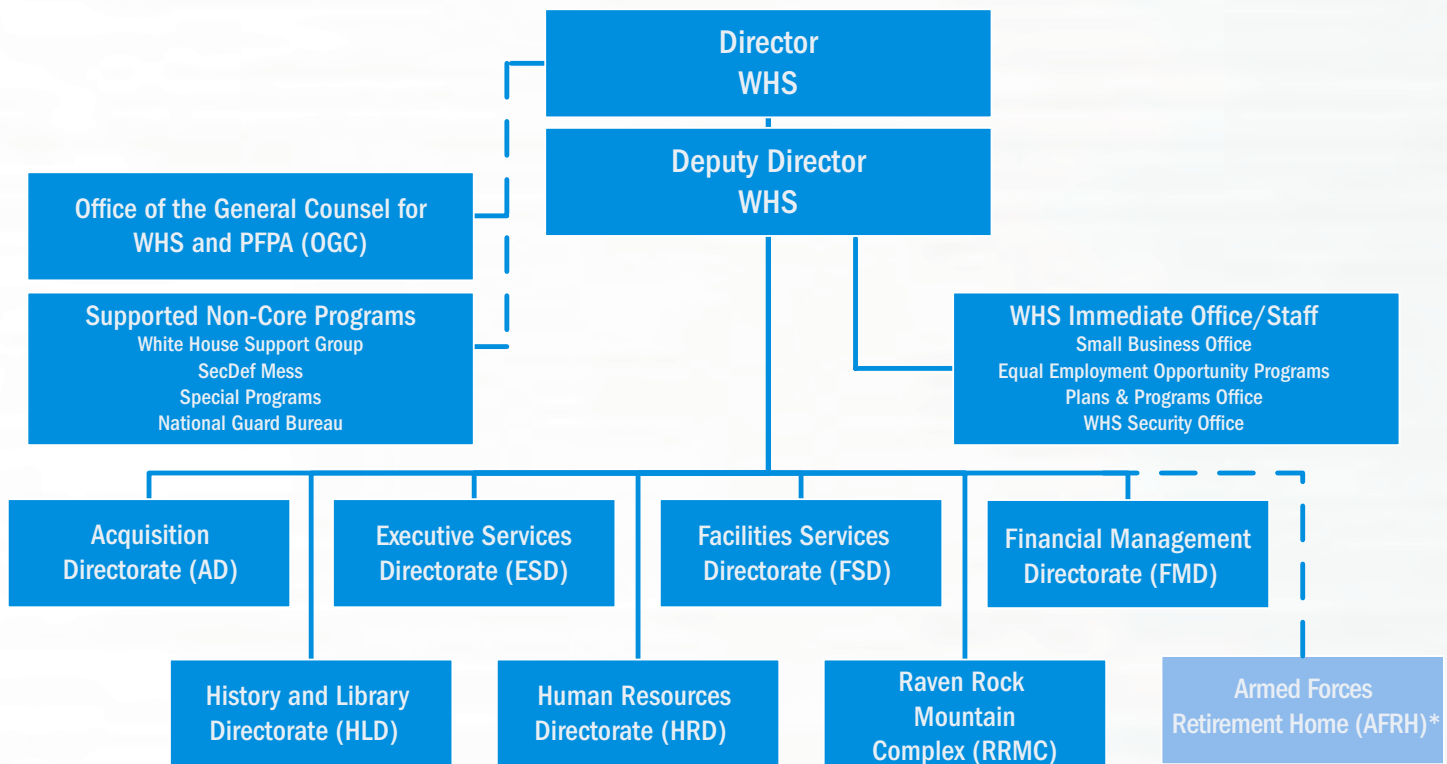


COL Larry Niedringhaus

Commander, Raven Rock Mountain Complex

APPENDIX A

WHS directorates



* AFRH is an independent agency of the Executive Branch that was assigned to the DoD CMO to ensure fiscal solvency.

APPENDIX A (CONT)

WHS directorates

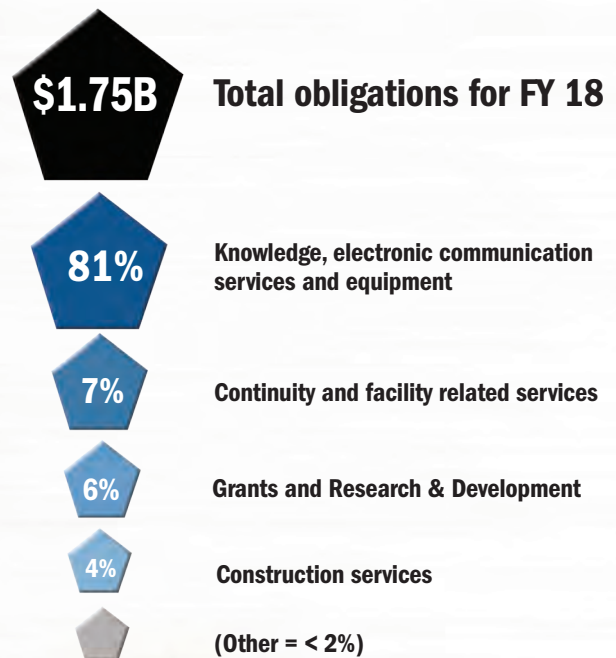
ACQUISITION DIRECTORATE

Mission:

The Acquisition Directorate (AD) plans, coordinates, and manages a wide range of supplies and services procurement programs, valued at over \$1.75 billion annually.

The AD is the single enterprise contracting office supporting acquisition services to all OSD components, WHS, the PFFA, and the Armed Forces Retirement Home.

Knowledge-based services account for the vast majority of AD expenditures (just over \$1.1 billion). Combined with electronic communication services and equipment, this accounts for more than 80 percent of AD's total obligations, providing a consistent capability to connect people and process information.



APPENDIX A (CONT)

WHS directorates

EXECUTIVE SERVICES DIRECTORATE

Mission:

The Executive Services Directorate (ESD) provides knowledge management and visual information services across OSD and the Fourth Estate.

ESD oversees legally mandated programs as well as providing executive support to the Secretary of Defense, Deputy Secretary of Defense, OSD components, the Joint Staff, and the Fourth Estate.

Government Mandates – Includes the Freedom of Information Act, the Privacy Act of 1974, the Federal Records Act, the Paperwork Reduction Act, Executive Order 13526, and programs relating to classification and declassification reviews.

Executive Support – Includes managing the DoD issuances program, managing correspondence for the Secretary of Defense and Deputy Secretary of Defense, and the Correspondence & Task Management System (CATMS), managing Government Accountability Office (GAO) audit process, tracking DoD Inspector General audit recommendations, and designing visual information products.

Mandated Programs

- Freedom of Information and Privacy Act
- Executive Order 13526
- Federal Records Act
- Paperwork Reduction Act

Executive Support

- Correspondence Management
- DoD Issuances
- Visual Information Services
- GAO and DoD IG recommendations

APPENDIX A (CONT)

WHS directorates

FACILITIES SERVICES DIRECTORATE

Mission:

The Facilities Services Directorate (FSD) provides comprehensive lifecycle facility management supporting the day-to-day working environment of nearly 64,000 employees of the Department in approximately 15 million square feet of facilities across the National Capital Region (NCR).

Space Management – Ensuring DoD Mission

Partners receive focused, expert space planning services, efficient space assignments, and effective management of owned and leased space in the NCR.

Building Operations – Effectively managing core building functions including custodial services, landscaping, snow removal, and utilities management. Ensuring the health, safety, and welfare of tenants through fire marshal, occupational health and safety, and environmental programs. Providing a broad spectrum of key tenant services including special event support, logistics operations, furnishings, mass transit benefits, parking, nursing mothers, postal services, and customer service center programs.

**Building Maintenance, Repair & Alterations** –

Providing reliable, cost-effective sustainment of critical building systems including heating, cooling, and power to ensure optimum facility readiness to support our DoD Mission Partners. Delivering quality space alteration services through in-house construction teams with expertise required to work in secure federal facilities.

Engineering & Construction Management –

Safeguarding DoD's real property investment through detailed master planning, engineering design and development, and efficient execution of major infrastructure construction projects to extend lifecycle of the facilities and provide new facilities to support changing and expanding missions.

APPENDIX A (CONT)

WHS directorates

FINANCIAL MANAGEMENT DIRECTORATE

Mission:

The Financial Management Directorate (FMD) provides a full range of financial services (planning, programming, budgeting and execution, accounting, disbursing, and auditing) for over \$11 billion in funding for 23 beneficiary organizations.

While the primary duty of FMD is to support activities within OSD, the Directorate provides the mechanism to support payment by the Military Services, Joint Staff, and other agencies for the use of building facilities, utilities, and maintenance of nearly \$1 billion annually. This allows for consolidated payments – one bill to pay versus many – which in turn leads to efficiencies for the Military Services.

\$35 billion
Budget programing dollars of customer funds over the Future Years Defense Program

\$597 million
Pentagon Reservation Maintenance Revolving Fund dollars managed in FY 18



\$11 billion
Budget execution dollars managed in FY 18

\$330 million
Building maintenance fund dollars managed in FY 18



APPENDIX A (CONT)

WHS directorates

HISTORY AND LIBRARY DIRECTORATE

Mission:

Aligned under WHS in 2015, the History and Library Directorate (HLD) provides a wide range of research services for OSD, DoD components, and other federal entities.

The Historical Office, charged with preserving the institutional memory of the largest federal agency in the U.S. Government, was founded in the 1940s and is one of the longest-serving, continually operating offices in OSD. A small cadre of professional historians routinely provide the Secretary of Defense and his key personnel with essential historical background information.

The Pentagon Library, also dating to the 1940s, provides customized research services, and maintains a collection of DoD specific materials in a variety of formats and coordinates and collaborates with other federal and military libraries.

In FY 17 the HLD supported:

- 12,000 in-person visits
- 700,000 searches of electronic resources
- 857 reference requests and information papers



Since 2015, the HLD has provided consistent and comprehensive historical and research support for its beneficiaries - while reducing its manpower by 60%



APPENDIX A (CONT)

WHS directorates

HUMAN RESOURCES DIRECTORATE

Mission:

The Human Resources Directorate (HRD) provides comprehensive human resource and personnel security services to OSD, DoD Agencies and Field Activities, and select government organizations.

The HRD provides a full suite of services for its primary beneficiary base of more than 6,100 civilian employees, and select services for nearly 3,000 uniformed military members.

The Directorate also provides the processing, management, and due process of security clearances for nearly 13,000 people across the DoD, the U.S. Senate, U.S. House of Representatives, U.S. Capitol Police, and the Congressional Budget Office.

A recent transition to a single-source delivery model helped improve hiring timeliness by nearly 25 percent while reducing the HRD budget by almost \$1 million.

APPENDIX A (CONT)

WHS organizations

RAVEN ROCK MOUNTAIN COMPLEX

Mission:

In 2004, WHS was charged with assuming the comprehensive management oversight for the Raven Rock Mountain Complex (RRMC).

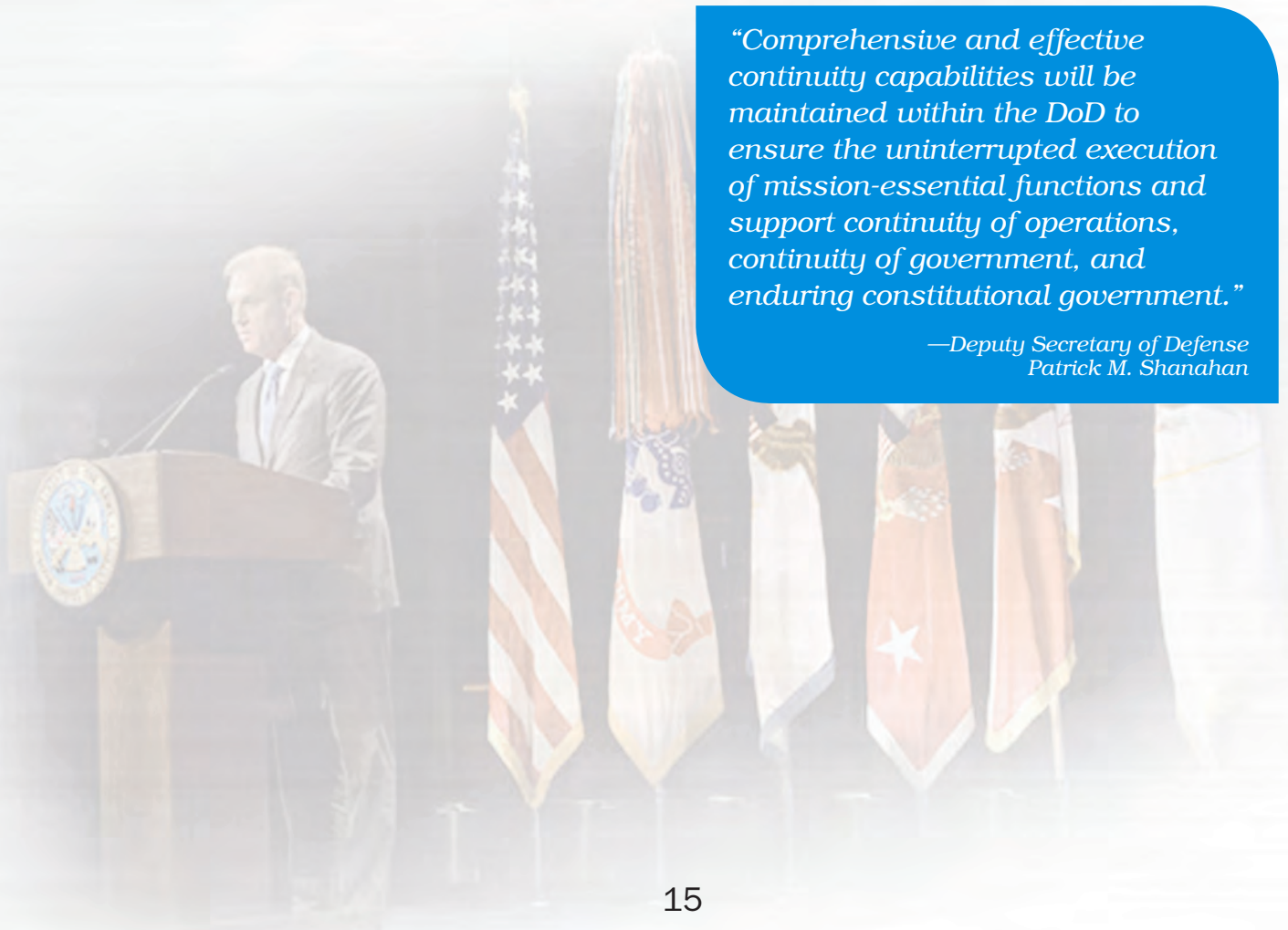
The RRMC provides round-the-clock, secure, fully-functional operational continuity support for the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, select DoD components and non-DoD agencies of the federal government.

Designed to support plans requiring continuity of government operations in times of crisis, the RRMC is manned and equipped to enable the execution of mission-essential functions in accordance with defense directives and national leadership command capabilities.

WHS provides management oversight of RRMC to include renovation and construction, budgeting, maintenance, and logistical support.

“Comprehensive and effective continuity capabilities will be maintained within the DoD to ensure the uninterrupted execution of mission-essential functions and support continuity of operations, continuity of government, and enduring constitutional government.”

*—Deputy Secretary of Defense
Patrick M. Shanahan*



Mission partners



APPENDIX C

WHS lines of business

Function	Service Portfolio	Service
AD	Acquisition Operations	Acquisition Planning/Contract Award (Pre-Award)
		Contract Administration (Post-Award)
		Purchase Card Management
	Enabling Acquisition Support	Acquisition Oversight and Compliance
		Acquisition Training
		E-business
ESD	Executive Services	Office of the Secretary of Defense Graphic & Presentation Services
		Secretary & Deputy Secretary of Defense Correspondence Management
	Legally Mandated Programs	Department of Defense Issuances and Compliance
		Department of Defense Security Review
		Office of the Secretary of Defense/Joint Staff Freedom of Information Act
		Records, Privacy and Declassification
FMD	Audit Support & Internal Control	Audit Support & Internal Control
	Budget Execution	Funds Control & Distribution
		Funds Execution & Resource Management
		Official Representation Funds
	Financial Accounting & Financial Systems	Civilian Payroll
		Disbursing
		Financial Reporting & Analysis
	Internal Financial Management Support	Internal Financial Management Support
FSD	Manpower	Manpower Management
	Programming & Formulation	Programming and Budget Formulation
	Engineering & Construction Management	Construction Management
		Engineering & Architecture
		Facility Project Controls
	Facility Mission Services	Energy & Environmental Compliance
		Facility Employee Support
		Fire Protection Program
		InfoNet Management
		Mass Transit Benefit Program
		Nursing Mothers' Program
		Occupational Safety & Health Services
		Office Services & Supplies
		Parking Management
		Pentagon Conference Center
		Transportation Management Program
	Facility Operations	Facility Alterations Management
		Facility Operations Management
		Facility Sustainment Management
HLD	History and Library Services	Historical DoD Leadership Support
		History Publications
		Library Services

APPENDIX C (CONT)

WHS lines of business

Function	Service Portfolio	Service
HRD	Human Resources Support	Defense Travel System/Government Travel Charge Card
		Human Resources Immediate Office Support
		Human Resources Technology Systems
		Human Resources Technology, Policy & Program Support
	Personnel Services	Benefits
		Diversity, Disability and Recruitment
		GS-15 and below (or equivalent) Human Resources Personnel Services
		Human Resources Performance Management and Awards
		Individual & Organizational Human Resource Development
		Labor & Management Employee Relations
		Military Personnel
		Office of the Secretary of Defense Senior Executive Management
		Personnel Security
		Security Clearance Appeals
IO & Staff	Corporate Management	Office of Equal Employment Opportunity Programs
		Office of Small Business Programs
		WHS Director and Deputy Director Support
		WHS Plans and Programs Office
		WHS Security
RRMC	Base Support & Services	Base Support & Services
	Command & Control	Command & Control
	Force Protection	Force Protection
	Global, Secure, Interoperable Communications & Networks	Global, Secure, Interoperable Communications & Networks
	Joint Reception, Staging, & Onward Integration	Joint Reception, Staging, & Onward Integration
Miscellaneous Activities	Miscellaneous Activities	Miscellaneous Activities

APPENDIX D

References

“Director of Administration and Management Strategic Plan 2012-2017 Corporate Course Reset.”

DoD Directive 5100.1, “Functions of the Department of Defense and Its Major Components,” December 21, 2010.

“FY 2018-FY 2022 National Defense Business Operations Plan,” May 18, 2018.

“FY 2018-FY 2022 National Defense Business Operations Plan Appendices,” May 18, 2018.

Public Law 114-328, “National Defense Authorization Act for Fiscal Year 2017,” December 23, 2016.

APPENDIX E

Acronyms & abbreviations

AD	Acquisition Directorate
ADCMO	Assistant Deputy Chief Management Officer
AFRH	Armed Forces Retirement Home
CMO	Chief Management Officer
DA	Director of Administration
DBMAO	Defense Business Management, Analysis, and Optimization
DCMO	Deputy Chief Management Officer
DoD	Department of Defense
ESD	Executive Services Directorate
FMD	Financial Management Directorate
FSD	Facilities Services Directorate
FY	Fiscal Year
GAO	U.S. Government Accountability Office
HLD	History and Library Directorate
HRD	Human Resources Directorate
LoB	Lines of Business
MTBP	Mass Transportation Benefit Program
NCR	National Capital Region
NDAA	National Defense Authorization Act
O&C	Oversight and Compliance
OGC	Office of General Counsel
OP&DS	Organizational Policy and Decision Support
OSD	Office of the Secretary of Defense
PFPA	Pentagon Force Protection Agency
PPA	Planning Performance and Assessment
RRMC	Raven Rock Mountain Complex
WHS	Washington Headquarters Services

APPENDIX F

Glossary of key terms

Lines of Business. The official WHS Work Breakdown Structure managed and reported by the Corporate Management Framework. The WHS LoB is a configuration controlled list of WHS Services and associated financial and manpower resources, that is managed for Service prioritization and other organizational management functions.

National Capital Region. The geographic area located within the boundaries of the District of Columbia; Montgomery and Prince Georges Counties in the State of Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties, and the City of Alexandria in the Commonwealth of Virginia; and all cities and other units of government within the geographic areas of such Districts, Counties, and Cities.

OSD. The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal and program evaluation and oversight, and interface and exchange with other U.S. Government departments and agencies, foreign governments, and international organizations, through formal and informal processes. OSD also performs oversight and management of the Defense Agencies and DoD Field Activities.

OSD Component. One of the offices that compose OSD whose principal reports directly to the Secretary or Deputy Secretary of Defense.

Process. The organized method of converting inputs (people, equipment, methods, materials, and environment), to outputs (products or services). The natural aggregation of work activities and tasks performed for program delivery.

Service. Support or action provided to an individual customer or organization that is measurable, customer-enabling, and can be estimated.

Stakeholder. Individual(s) that have a vested interest in a process; including any office or agency affected by the change of a process.





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Department of Defense
WASHINGTON HEADQUARTERS SERVICES

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